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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

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ABBREVIATIONS & TERMS

AO	Assistance Objective
AOR	Area of Responsibility
ACSS	Afghanistan Civil Service Support Program (USAID)
AMSP	Afghanistan Municipal Strengthening Program (USAID / ICMA)
ANDS	Afghanistan National Development Strategy
APPF	Afghan Public Protection Force
ASI	Afghanistan Stability Initiative (USAID / DAI)
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID / DAI)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
ASGP	Afghan Sub-national Governance Program (UNDP)
CAWSA	Commercialization of Afghanistan Water & Sanitation Activity (USAID / ICMA)
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DDA	District Development Assembly
DoS	Department of State (United States)
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
EDC	Education Development Center, Inc. (USAID Implementing Partner)
EI	Edinburgh International
EMP	Environment Management Plan
FAF	Foreign Assistance Framework
FOB	Forward Operating Base
FPO	Field Program Officer (USAID officer within the PRT)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IARCSC	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association (RAMP UP East Subcontractor)
IDLG	Independent Directorate of Local Governance
IED	Improvised Explosive Device (also known as BB, VB)
INF	Infrastructure (project)
IP	Implementing Partner
IR	Intermediate Result
ISAF	International Security Assistance Force
LOP	Life of Project
MAS	Modernized Accounting Systems
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development

MMCBP	Municipal Management and Capacity Building Plan
MUDA	Ministry of Urban Development Affairs
NGO	Non-Governmental Organization
NINF	Non-Infrastructure (project)
NSP	National Solidarity Program
PAR	Public Administration Reform
PDC	Provincial Development Committee
PMP	Performance Management Plan
PBB	Performance Based Budgeting
POP	Period of Performance
PRT	Provincial Reconstruction Team
PPCEP	Public Participation and Citizen Engagement Program
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID program)
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
SDAG	Service Delivery Advisory Group
SDIP	Service Delivery Improvement Plan
SMAP	Strategic Municipal Action Plan
SME	Small and Medium Enterprise
SMGA	Senior Municipal Governance Advisor (RAMP UP East Key Personnel)
SOP	Standard Operating Procedures
SWM	Solid Waste Management
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
VET/CBSD	Vocational Education and Training and Community Based Skill Development program (USAID program)

Terms

<i>gozar</i>	Neighborhood
<i>nahia</i>	Municipal District
<i>wakil or kalantar</i>	nahia or gozar representative
<i>mustoufiat</i>	subnational representative office for Ministry of Finance
<i>tashkeel</i>	administrative structure of a GIROA entity
<i>Safayi tax</i>	service charge and property tax
<i>sharwali</i>	Municipality
<i>moqarara</i>	Regulation

ABOUT RAMP UP NORTH

The purpose of the Regional Afghan Municipalities Program for Urban Populations - North (RAMP UP North) is to create effective, responsive, democratic, transparent, and accountable municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North will: (1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, (2) markedly improve the delivery of municipal services to citizens in target municipalities, and (3) increase municipal capacity to enable, support, and sustain economic growth. As a result of the RAMP UP North, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

RAMP UP NORTH PROGRAMMING BY CLIN OBJECTIVE

RAMP UP North provides assistance to the Government of the Islamic Republic of Afghanistan under three primary objectives, or components, each of which have been labeled as a distinct Contract Line Item Number (CLIN) and tied to a specific goal. More precisely:

CLIN 1 ~ Capacity Building of the GIROA officials at the municipal level: All activities under CLIN 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP North provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

CLIN 2 ~ Support to the GIROA to provide responsive, effective, and visible municipal service delivery programs: Activities carried out under CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of municipal service delivery projects (Municipal Projects). These projects simultaneously fill two purposes: (1) municipal projects provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP North builds capacity with a clear learning-by-doing approach, solidifying the GIROA's capacity to sustainably deliver services to citizens in the long term.

CLIN 3 ~ Support to the GIROA to improve economic development and revenue generation at the Municipal level: Activities implemented under this CLIN directly support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP North activities under CLINs 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity, service improvements, and infrastructure to facilitate business growth and job creation.

RAMP UP North's approach to programming is to provide comprehensive programming that addresses each of the three aforementioned CLIN objectives through a combination of technical assistance, training, provision of material support, and direct service delivery projects delivered to municipal communities and governments in-kind (provided through the RAMP UP North *Implementation Fund*).

Technical assistance, training, and on-the-job mentoring are also an essential element of RAMP UP North support to municipal administrations; a majority of the hands-on work provided by RAMP UP North is in the form of embedded technical advisors (called Embedded Advisors, or EAs), who, in partnership with

the technical experts based in Mazar-e-Sharif (with specializations in areas such as financial management, budgeting, economic development, urban planning, communications, citizen engagement, performance monitoring, and others), will design context-specific capacity development agendas that are tailored to each municipal administration.

RAMP UP NORTH IMPLEMENTING PRINCIPLES

The RAMP UP North team is guided by six primary principles that we apply throughout our programming:

- *Afghan Ownership*: RAMP UP North will be seen as an extension of the GIRoA, not as increased foreign presence and must work within Afghan structures.
- *Afghan First*: RAMP UP North will work using Afghan regulations and systems and ensure the project is using existing Afghan resources and assets to perform the stated objectives.
- *Demand Driven*: RAMP UP North assistance will be deployed at the Kabul and sub-national levels in accordance with the needs of the IDLG and the municipalities in which we work.
- *Long-term Capacity of GIRoA*: RAMP UP North will focus on institutional development of municipalities in the long term while helping the municipalities deliver specific outcomes in the short term.
- *GIRoA Empowerment*: RAMP UP North will report to both the GIRoA and USAID on the impact of its work. All reports submitted to USAID will be shared with the IDLG, and GIRoA institutions will be the lead voice to guide programmatic activities.
- *Learning by Doing*: The best approach to capacity-building of municipal officials, managers, and technicians is integrated training and on-the-job mentoring that provides the required follow-up support needed to avoid training disconnects. RAMP UP North will leverage classroom training with day-to-day, on-the-ground assistance to municipal staff, to help solve real problems in the communities.

RAMP UP NORTH COUNTERPARTS

Government of the Islamic Republic of Afghanistan (GIRoA) Partners

PRIMARY PARTNERS:

- Independent Directorate for Local Governance (IDLG)
- Municipalities

COLLABORATING PARTNERS:

- Ministry of Urban Development
- Civil Service Commission
- Relevant Line Ministries (e.g. DoWA)

USAID Program Partners and Other Donor Partners

- Other RAMP UP Implementing Partners for RCs East, West, and South
- USAID Afghan Civil Service Support Project (ACSS)
- USAID Afghan Social Outreach Program (ASOP)
- USAID Performance Based Governors Fund (PBGF)
- USAID Kabul City Initiative
- Afghan Sub-National Governance Program (ASGP/UNDP)

LINK TO USAID STRATEGIC OBJECTIVE

USG Overarching Strategic Objective: To promote a more capable, accountable, and effective government in Afghanistan that serves the Afghan people and can eventually function with limited international support.

Additional Strategic Objectives and Intermediate Results:

- SO 6: A Democratic Government with Broad Citizen Participation; and
- IR 6.3 Strengthened Institutions for Good Governance

RAMP UP NORTH TARGET MUNICIPALITIES

The following provincial capitals are the primary Year 1 targeted municipalities **RAMP UP North Target Municipalities**

• Province	Municipality
• Badakshan	Faizabad
• Baghlan	Pul-e-Khumri
• Balkh	Mazar-e-Sharif
• Faryab	Maymana
• Jawzjan	Sheberghan
• Kunduz	Kunduz
• Samangan	Aybak
• Sar-e-Pul	Sar-e-Pul
• Takhar	Taloqan

EXECUTIVE SUMMARY

The Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP North) was established with the purpose of creating effective, responsive, democratic, transparent, accountable municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

By the beginning of July 2011, start up was well underway with the office and residence guesthouses fully operational and all staff moved in. RAMP UP North began to transition out of startup mode and to move forward with program activities. In mid-July, RAMP UP North received notice of likely funding reductions. By the end of July, USAID provided unofficial notice of an anticipated reduction from the original \$50 million budget allocation to around \$12.8 million, with a highly uncertain option year. Additionally, \$4 million was de-obligated and transferred to RAMP UP East with the understanding that these funds would be replenished in short order.

RAMP UP North worked closely with the USAID Contracting Officer Technical Representative (COTR) to examine alternative program design scenarios to meet the new funding limitations. A re-defined scope of work for the program was drafted and submitted for USAID consideration at the end of July 2011. Across the board, RAMP UP North focused on conducting a seamless transition into implementing the programming activities of a \$13 million program in the midst of rapid start-up activities intended for a \$50 million program.

MAJOR DEVELOPMENTS

July was a month of sweeping change; startup was completed, rapid closeout was being contemplated, and option years were doubtful. In response, RAMP UP North devised a strategy that would uphold the requirements of the current contract and effectively deliver the goals of the RAMP UP vision, with considerably reduced funding and in accordance with the program's to be determined time span. This report provides an overview of these changes in the Administration and Programming Activities sections below. In general, the major developments are as follows:

- The original Scope of Work called for a large-scale, third party, independent survey. At the start of the reporting period the contracted survey firm awaited USAID approval. In light of the probable funding and lifespan restrictions for the program and the three-month timeline of the baseline survey (for work underway), RAMP UP North determined, in consultation with the COTR, that the large-scale survey was no longer practical or cost effective. In response, the program developed a rapid assessment proxy for the survey in the form of Civil Society and Business Community surveys which would collect and document the opinions of identified community stakeholders. These baseline community stakeholder surveys will be supplemented by other assessment/feedback tools including community meetings, and household service delivery surveys, citizen report cards, and neighborhood focus groups (where practicable).
- The project implementation strategy was also revised to the new funding realities. Rather than beginning with municipally requested "Expedition Projects," RAMP UP North worked to rapidly integrate civil society in identifying an initial, small-scale, high impact, service delivery improvement project in each municipality. The budget for each initial Expedition Project was set at roughly \$50,000. This revised approach to the service delivery improvement project will present a pilot opportunity for the Mayor to work with citizens to identify, design and implement a small-scale service improvement activity.
- Accordingly, the team reassessed the work plan to make the Expedition Projects the core focus of RAMP UP North's work. The Expedition Projects will create a learning laboratory where citizens will be asked to play a role in determining needs, monitoring results, and providing the

means for long term sustainability. For the mayors and their staff, the Expeditionary Projects will serve as the focus for service delivery improvement planning, along with planning, procurement, construction management, budgeting, and other key capacity improvement needs.

- The revised plan demands much tighter integration of project work with the other program goals. It also demands a much heavier focus on “learning by doing.” In terms of positive affects, the project activities of the new smaller scoped program will be more “Afghan First”, more “demand driven,” and will require increased “ownership” by both citizens and government.
- At the end of each service delivery improvement project, RAMP UP North will evaluate each municipality’s project based on long-term sustainability, community-government engagement, and transparency. In the proposed changes to the Scope of Work (*awaiting USAID approval*), these factors will be used to determine support for future projects in each municipality.

Regardless of possible directional changes, however, the work plan called for two key tasks to be completed before August, which coincides this year with the fasting month of Ramadan. These tasks were the Internal Survey and the External Survey. The information derived from these surveys was needed to serve as the foundation for 1) municipal capacity improvement plans, 2) service delivery improvement plans, 3) formation of citizen-based advisory groups, and 4) a collaborative identification of initial service improvement projects.

PROGRAMMATIC HIGHLIGHTS

With hiring frozen during the period of budget uncertainty, two regional and six municipal team leaders were responsible for all fieldwork. Nonetheless, the following tasks were completed during the reporting period:

- **The Internal Survey was completed in all nine municipalities.** This very detailed survey sought to assess municipal capacity and needs, and provide the foundation for developing municipal capacity improvement plans, in partnership with the mayors and their key staff. During the month of August, RAMP UP North staff and municipal officials will use this information to develop capacity improvement blueprints for each municipality.
- **The Civil Society and Business Community Surveys were completed in all nine municipalities.** These rapid assessment surveys were designed and fielded as one of several proxy tools to assess citizen feedback on program activities. Identified community needs were compiled by the end of the reporting period, and were being used to inform development of project templates for prospective Expeditionary Projects. Key stakeholder assessments of mayoral job performance and municipal service satisfaction will be used as benchmark data and to inform development of municipal outreach and communications efforts. Finally, the key stakeholder survey respondents were also asked to join Service Delivery Advisory Groups (SDAGs) to assist the Mayor in selecting, planning, monitoring and implementing the Expeditionary Projects. These groups were developed in partnership with the mayor’s office, who also reviewed and supplemented the group membership.
- Planning for the **Aybak Park Improvement project** moved forward and is expected (with COTR approval) to serve as the first Expeditionary Project for RAMP UP North. The Aybak Mayor selected this project, in consultation with female civil society leaders. It was recommended under the original program design (where civil society engagement focused on selecting large anchor projects, not initial expeditionary projects). However, according to the survey data 19% of Civil Society respondents in Aybak indicated park improvement as a priority need, along with 21% of

Business Community respondents. This indicates that civil society leaders support this project concept.

ADMINISTRATION

The new financial assumptions for RAMP UP North required a re-focusing for the Operations Team, particularly in terms of staffing. In an effort to adjust the project administration to the new funding restrictions, the Operations Team and Project Management rapidly moved to revise organizational charts, position control lists, and operational plans to reflect the re-scoping of the project.

The new model entailed a significant reduction in staffing levels across the project. For example, the organizational chart for Municipal Teams, which previously called for up to eight local nationals, were reduced to three members in each municipality. Numbers of expatriate staff were also scaled back until receipt of final confirmation of the revised Scope of Work and budget. As the program's outlook appeared to stabilize toward the end of July, a hiring freeze was lifted and Human Resources teams moved forward and hired remaining critical program and operations staff members. In total, seven international staff members were mobilized and 15 local nationals joined the project in key positions.

RAMP UP North also completed all key renovations and security upgrades, as well as installation of generators, electrical and Internet wiring, and ISP deployment in the office building and international residence guesthouses; all facilities are fully operational with staff moved in.

PROGRAMMING ACTIVITIES

INTRODUCTORY MEETING WITH MAYORS IN PROGRAM MUNICIPALITIES

During the reporting period, key program staff met with the mayors in Maymana, Kunduz, Pul-e-Khumri, Taloqan, and Faizabad. Meetings with the Mayors of Mazar-e-Sharif, Aybak, Sheberghan, and Sar-e-pul were conducted in June.

These meetings served to introduce the project, set expectations, and gather information for staff deployment and program implementation. Overall, the mayors demonstrated enthusiasm for RAMP UP North's program objectives and looked forward to working together in partnership. These meetings represented the first major step to proceeding with RAMP UP North's program objectives within the municipalities.



6 July 2011: Introductory Meeting with Mayor of Kunduz

INTERNAL SURVEY

The Internal Survey is defined in the work plan as an in-depth assessment of each municipality to determine baseline information on the status and capacity of particular functions, current staffing, policy and procedures in place, and planning within municipalities. The Internal Survey was also designed to identify the relationships each of the municipalities have with other sub-national organizations and Ministries and what obstacles there are to development in each of the municipalities.

In July 2011, a team of expat and Afghan technical staff finalized the Internal Survey tool for RAMP UP North. The Municipal Team Leaders (MTLs) received training on how to administer the survey and were deployed to each municipality. By 21 July 2011, the MTLs had completed conducting extensive Internal Survey in all nine municipalities. With only six or seven Municipal Team Leaders hired for nine provinces, each embedded MTL conducted the survey in his municipality and then joined with the other MTLs to conduct the survey in the remaining provinces.

RAMP UP North's Technical and M&E Teams then began summarizing and formatting the results of the Internal Survey. In this regard, program staff agreed that the performance indicators in RAMP UP North's Performance Management Plan (PMP) provided the best framework for analyzing the data obtained through the Internal Surveys.



17 July 2011: MTL conducts Internal Survey with Aybak Municipal Officials

By the end of the month, the M&E team had commenced with reviewing each of the questions in the Internal Survey and, where appropriate, relating them to specific performance indicators in the PMP. In August, the M&E Team will continue to analyze the Internal Survey Results so that they can effectively serve as the basis for development of the Municipal Management and Capacity Building Plans for each municipality. This will include collating and filing all related municipal documents requested in the survey forms. The below table introduces these preliminary findings on service delivery priorities for municipalities in the Northern Region:

**Ranking of Top 5 Needed Services
Indicated by Municipalities in the North Region**

Most Needed Services	Number of Municipalities	% of Total
Solid Waste Collection	7 of 9	78%
Heavy Equipment Purchase	6 of 9	67%
Park Construction	5 of 9	56%
Drainage Ditch Construction	4 of 9	44%
Public Latrines/Septic Tanks	4 of 9	44%

In addition, MTL's utilized the Internal Survey Civil Society Section as one means of developing lists of key community leaders in each municipality. The lists of community leaders were used for the External Survey proxy tools and to begin engaging local civil society leaders for feedback, and participation in the municipalities' RAMP UP North funded activities. These lists will serve as a starting point for gaining community input.

EXTERNAL SURVEY

The External Baseline Survey, or public opinion/household survey, is defined in the work plan as a citizen perception survey identifying the needs and expectations of the people in each municipality. It was intended to capture basic demographic and household information. It had a dual purpose, namely: a) to determine baseline data on access to municipal services, prior to RAMP UP North project implementation, as well as b) to inform what projects each municipality might implement to meet the greatest needs expressed by the community. Implementation of the external survey called for subcontracting with an Afghan firm, with oversight and monitoring responsibility by the RAMP UP North M&E team. The survey was to form the basis for the development of the Service Delivery Improvement Plans.

Due to the new funding restrictions, RAMP UP North made the decision during July to suspend the External Survey, with COTR approval. In lieu of the external survey, the Technical Team began developing alternative approaches to gathering information on citizen satisfaction in each municipality. Two proxy tools were developed and fielded during the reporting period.

CIVIL SOCIETY/ BUSINESS COMMUNITY SURVEYS

To expedite civil society participation, in lieu of an external citizen survey, RAMP UP North developed two proxy rapid assessment survey tools, the Civil Society Survey and the Business Community Survey. Approximately 40 key community stakeholders, including representatives from women, youth, and business communities, were identified and surveyed in each municipality.

In the last week of July, the MTLs administered these two surveys in all nine municipalities, using lists of key stakeholders developed from the Internal Survey results and other means of community outreach. By the end of the week, the Civil Society and Business Community stakeholder surveys were completed in all nine municipalities. This generally consisted of 20 questionnaires per survey per municipality for a total of 40 questionnaires per municipality in each of the nine municipalities served by RAMP UP North.

Finding women survey respondents was challenging, though RAMP UP North found some success working through Department of Women's Affairs (DoWA) representatives to do joint surveys in several communities. Going forward, the MTLs are working with DoWA to recruit women for the SDAG committees with a goal of 25% women on each committee. As of the end of July, this appeared attainable and the women SDAG members are expected to be active members. Many of these women were not included in the original survey; RAMP UP North will follow up with these women in August to ensure that their responses are recorded in the survey tool.

The M&E Team began compiling the results of both surveys to be organized based upon the performance indicators in the PMP at the end of July. The analyzed results, expected in early August, will form one measure for citizen satisfaction in each municipality and will allow RAMP UP North to proceed with programming, despite the suspension of the External Survey. The programming team already began using the preliminary findings to begin ranking service delivery priorities for each municipality.

In the coming months, the MTLs will continue to administer other survey tools, at community forums and in service delivery project areas, to assess changes in community satisfaction. Using an array of citizen input and feedback tools, RAMP UP North will develop a rich understanding of citizen satisfaction and community priorities in each municipality.

EXPEDITIOUS PROJECTS

The Expeditionary Service Delivery Projects are defined in the work plan as projects which will be identified by each of the municipalities and which can be expeditiously implemented. They were to be projects that met specific, identified needs and to be commenced shortly after the initial field visits. They would have the effect of signaling the commencement of the program and allowing the municipalities an early opportunity to demonstrate results. The projects were to be relatively small and easily implementable and chosen to solve specific service delivery problems or other community concerns (such as drainage ditches, retaining walls, or cleaning of storm sewer open drains). The early implementation of these projects was to provide a framework for identifying what capacity the municipality has to deliver services and where the capacity needs to be augmented.

Under the new funding restrictions, RAMP UP North, in conversation with the COTR, determined that each municipality would start with one small scale, high impact Expeditionary Project to be identified jointly by an SDAG and the Mayor of each municipality. A rough budget of \$50,000 per project was used as a guide. To expedite the project implementation process, RAMP UP North's Governance Advisors, Project Development Coordinator, Construction Engineer Manager, and Grants Subcontract & Compliance Manager worked to plan and coordinate roles and responsibilities. They also prepared possible project design templates for waste collection and for park improvements; two project concepts that were selected following preliminary review of the results for all three surveys. These project templates, where they align with local project vision and design, could work to promote more rapid project implementation.

The goal of the first Expeditionary Projects is provide a learning-by-doing opportunity for citizens and municipalities on how to work together to provide sustainable service delivery. With successive rounds of project funding, SDAGs and municipalities will take a stronger role in project design in follow-on activities.

Aybak Municipality, Samangan Province

Before receiving the new USAID guidance on funding restrictions, RAMP UP North had already identified the first expeditionary project - Aybak Municipal Park Renovation. In July, the Program Team continued to move forward on designing the project concept and proposal for this activity. In addition, the Governor of Samangan Province publicly praised USAID in the media for its support and funding for this activity.

In mid-July, the Project Development Coordinator met with Aybak municipal officials to explore the project in greater detail. Municipal officials, aware of the uncertainty of USAID funding, were appreciative that the park renovation project was proceeding and committed to work in a spirit of partnership to economize project funds. As an in-kind contribution, the Mayor offered the assistance of municipal vehicles and workers as part of the effort.

Further work to finalize the project concept for the Aybak park renovation was delayed for several weeks in July, as the Mayor and other dignitaries from the municipality were in Kabul to express their condolences to President Karzai on the death of his half-brother. A site visit with the Governor and Mayor is scheduled for early August to finalize estimated project costs and review the next steps in the procurement and project approval process.

PLANNED AUGUST ACTIVITIES

During the month of August, the project will work to build on the gains of July. In each community;

- Citizen Service Delivery Advisory Groups will form to work collaboratively with Mayors to set community service delivery priorities and to identify a first service delivery project.
- Citizens and mayors will pledge to work together in a transparent and sustainable way, and the Service Delivery Advisory Group leaders will convene to explore ways to meet their shared responsibilities.
- Initial project design and procurement will move forward rapidly, meeting all USG standards, but also with strong mayoral leadership and citizen involvement.
- Service delivery and municipal capacity improvement plans will be drafted for community input and review.
- Remaining key program and operations staff will be hired under a reduced funding model.